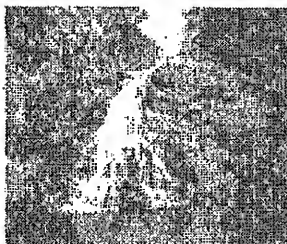


# **Greater Tzaneen Municipality**



## **2009/10 Draft Service Delivery and Budget Implementation Plan**

**June 2009**

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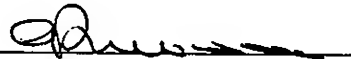
## INTRODUCTION

The development of the Service Delivery and Budget Implementation Plan (SDBIP) is required by the Municipal Finance Management Act (Act no.56 of 2003). In terms of the MFMA Circular 13 of the National Treasury, "the SDBIP gives effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA." The budget gives effect to the strategic priorities of the municipality and it is therefore important to supplement the budget and the IDP with a management and implementation plan, therefore the SDBIP.

The SDBIP serves as the commitment by the Municipality, which includes Administration and Council, to the intended objectives and projected achievements expressed by the community to ensure that the desired outcomes are achieved over the long term. The SDBIP form the basis for monitoring and measuring the performance of the Municipality against quarterly service delivery targets and budget projections. The SDBIP is therefore a vital link between the Mayor, Council and the Administration and a tool with which Management can be held accountable for its performance in terms of execution of the budget and the performance of Senior Management in the achievement of the strategic objectives as set by Council. The SDBIP therefore also forms the basis of the Performance Agreements of the Municipal Manager and Senior Managers.

Approved by the Honourable Mayor OJ Mushwana:

Signature: \_\_\_\_\_



Date: 10/07/09

# Revenue projections by source

Source	Jul '09	Aug '09	Sep '09	Oct '09	Nov '09	Dec '09
	Projected	Projected	Projected	Projected	Projected	Projected
Property rates	4,313	4,313	4,313	4,313	4,313	4,313
Penalties imposed and collection charges on rates	125	125	125	125	125	125
Service charges	21,934	21,934	21,934	21,934	21,934	21,934
Rent of facilities and equipment	38	38	38	38	38	38
Interest earned - external investments	138	138	138	138	138	138
Interest earned - outstanding debtors	500	500	500	500	500	500
Fines	61	61	61	61	61	61
Licenses and Permits	19	19	19	19	19	19
Income from Agency services	2,729	2,729	2,729	2,729	2,729	2,729
Operating grants and subsidies	18,874	18,874	18,874	18,874	18,874	18,874
Other Revenue	90	90	90	90	90	90
Gain on disposal of property, plant and equipment	125	125	125	125	125	125
Income foregone	-649	-649	-649	-649	-649	-649
<b>Total Revenue</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>

# Revenue projections by source

Source	Jan '10	Feb '10	Mar '10	Apr '10	May '10	Jun '10	TOTAL
	Projected	Projected	Projected	Projected	Projected	Projected	R'000
Property rates	4,313	4,313	4,313	4,313	4,313	4,313	51,760
Penalties imposed and collection charges on rates	125	125	125	125	125	125	1,500
Service charges	21,934	21,934	21,934	21,934	21,934	21,934	263,211
Rent of facilities and equipment	38	38	38	38	38	38	459
Interest earned - external investments	138	138	138	138	138	138	1,650
Interest earned - outstanding debtors	500	500	500	500	500	500	6,000
Fines	61	61	61	61	61	61	731
Licenses and Permits	19	19	19	19	19	19	226
Income from Agency services	2,729	2,729	2,729	2,729	2,729	2,729	32,743
Operating grants and subsidies	18,874	18,874	18,874	18,874	18,874	18,874	226,488
Other Revenue	90	90	90	90	90	90	1,075
Gain on disposal of property, plant and equipment	125	125	125	125	125	125	1,500
Income foregone	-649	-649	-649	-649	-649	-649	-7,785
<b>Total Revenue</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>48,296</b>	<b>579,558</b>

Monthly Expenditure by Vote

Vote	Jul-09			Aug-09			Sep-09			Oct-09			Nov-09			Dec-09		
	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000
Municipal Manager	445			445			445			445			445			445		
Executive and Council																		
Financial Services	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522
Corporate Services	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529
Planning and Economic Development	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850
Community Services	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827
Engineering Services	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837
Transport, Safety, Security and Liaison	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892
Electrical Engineering	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073
<b>Total By Vote</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>	<b>41,283</b>	<b>12,892</b>	<b>48,296,530</b>

Monthly Ependiture by Vote

Vote	Jan-10			Feb-10			Mar-10			Apr-10			May-10			Jun-10		
	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000	Opex R 000	Capex R 000	Rev R 000
Municipal Manager	445			445			445			445			445			445		
Executive and Council																		
Financial Services	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522	3,336	83	14,392,522
Corporate Services	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529	3,360		529
Planning and Economic Development	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850	1,709	417	420,850
Community Services	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827	4,428	1,014	1,924,827
Engineering Services	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837	9,611	5,726	8,662,837
Transport, Safety, Security and Liaison	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892	3,353		2,790,892
Electrical Engineering	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073	15,040	5,652	20,104,073
Total By Vote	41,283	12,892	48,296,530	41,283	12,892	48,296,530	41,283	12,892	48,296,530	41,283	12,892	48,296,530	41,283	12,892	48,296,530	41,283	12,892	48,296,530

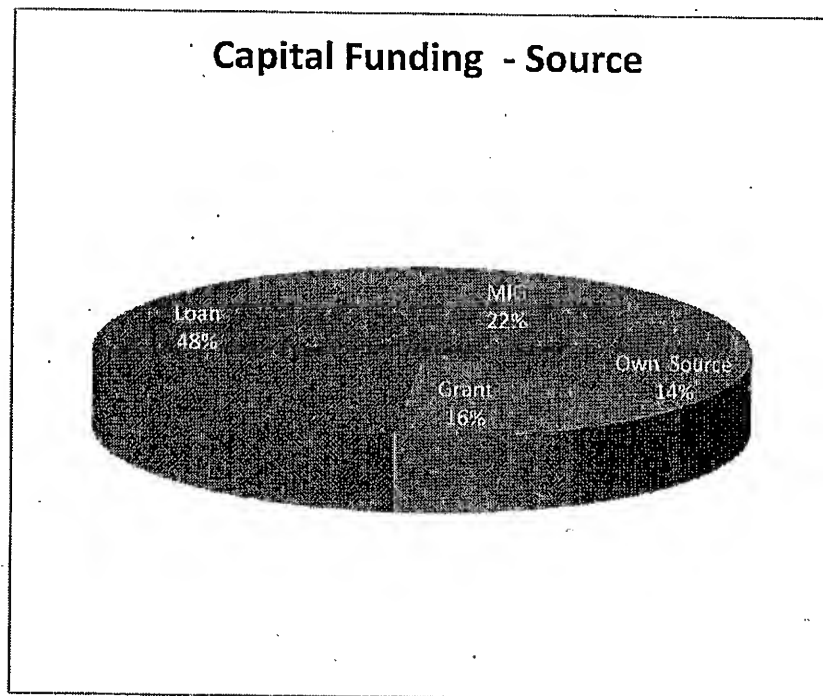
**Quarterly Summary of Projected Revenue and Expenditure by Vote**

Vote	Quarter ending 30 September			Quarter ending 31 December			Quarter ending 31 March 2010			Quarter ending 30 June 2010			Total		
	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000	Opex R'000	Capex R'000	Rev R'000
Municipal Manager	1,336			1,336			1,336			1,336			5,345		
Executive and Council															
Financial Services	10,007	250	43,178	10,007	250	43,178	10,007	250	43,178	10,007	250	43,178	40,027	1,000	172,710
Corporate Services	10,081		2	10,081		2	10,081		2	10,081		2	40,325		6
Planning and Economic Development	5,127	1,250	1,263	5,127	1,250	1,263	5,127	1,250	1,263	5,127	1,250	1,263	20,508	5,000	5,050
Community Services	13,284	3,041	5,774	13,284	3,041	5,774	13,284	3,041	5,774	13,284	3,041	5,774	53,136	12,164	23,098
Engineering Services	28,833	17,178	25,989	28,833	17,178	25,989	28,833	17,178	25,989	28,833	17,178	25,989	115,333	68,712	103,954
Transport	10,060		8,373	10,060		8,373	10,060		8,373	10,060		8,373	40,241		33,491
Electrical Engineering	45,120	16,957	60,312	45,120	16,957	60,312	45,120	16,957	60,312	45,120	16,957	60,312	180,481	67,829	241,249
<b>Total By Vote</b>	<b>123,849</b>	<b>38,676</b>	<b>144,890</b>	<b>123,849</b>	<b>38,676</b>	<b>144,890</b>	<b>123,849</b>	<b>38,676</b>	<b>144,890</b>	<b>123,849</b>	<b>38,676</b>	<b>144,890</b>	<b>495,396</b>	<b>154,705</b>	<b>579,558</b>



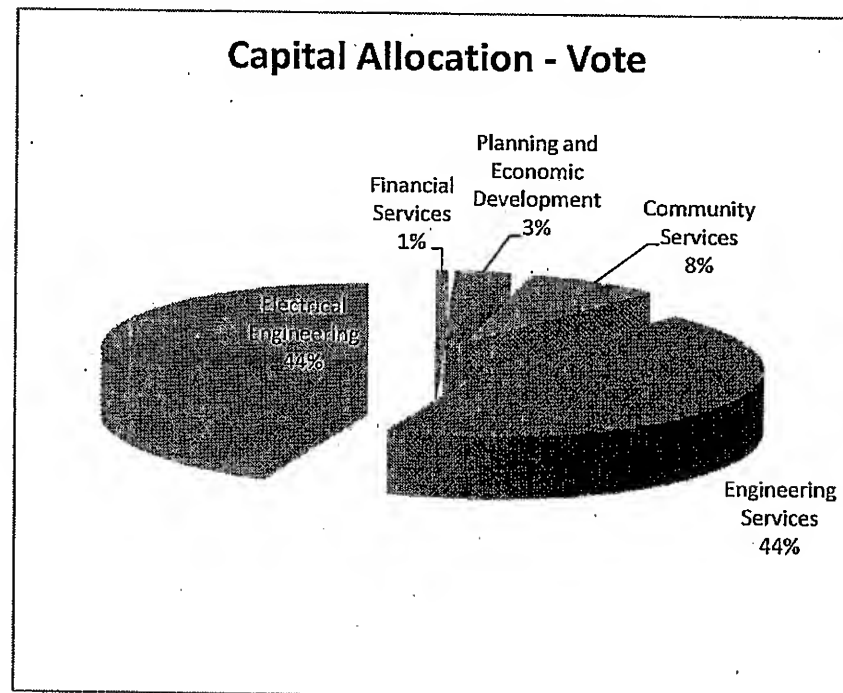
### Capital Funding by source

Funding Source	R '000	%
MIG	34,711	22.4%
Own Source	20,900	13.5%
Grant	24,093	15.6%
Loan	75,000	48.5%
<b>Total</b>	<b>154,704</b>	<b>100%</b>



### Capital Allocation by vote

Capital Budget 2009/10	R '000	%
Financial Services	1,000	0.65%
Planning and Economic Development	5,000	3.23%
Community Services	12,164	7.86%
Engineering Services	68,712	44.41%
Electrical Engineering	67,829	43.84%
<b>Total</b>	<b>154,705</b>	<b>100%</b>



**SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER**

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% Institutional performance score		na	na	130%	na
			%Section 57 Managers with signed Performance Agreements/ Plans		100%	Not applicable	Not applicable
			% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Employee Performance Management and assessment		# Quarterly performance reviews	1	2	3	4
	Performance Management Reports		% Quarterly performance reports submitted on time	100%	100%	100%	100%
Develop and build skilled and knowledgeable workforce	Capacity building and Training	% compliance to Workplace Skills plan		25%	50%	75%	90%
Attract and retain the best human capital to become employer of choice	Employee satisfaction and well-being	% Staff turnover (Levels 1-6)		na	na	na	6%
	Employment equity	# of people from employment equity target groups employed in the three highest levels of management		19	19	19	22
Promote environmentally sound practices and social development	Social Security		# of Tzaneen Social Security Forum meetings	1	2	3	4
	Environmental management	% compliance to the environmental legislation checklist		na	na	na	Target required
	Waste Management	% Households with access to basic level of solid waste removal		na	na	na	12.5%

**SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER**

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Disaster management		# of disaster awareness campaigns and preventative programmes	1	2	3	4
	Disaster management		# of Annual Disaster Management reports submitted to Council and MDM by July	1			
	Disaster management		% of Disaster (incidents) sites visited	100%	100%	100%	100%
	Disaster management		# Training sessions for Councillors, Ward Committees and role players (4 sessions per annum)	2			
	Disaster management		# risk management meetings attended	6	12	18	24
	Disaster management		% of Incidences provided with relief	100%	100%	100%	100%
	Disaster management		% emergency relief cases responded to within 72-hours	100%	100%	100%	100%
Improve access to sustainable and affordable services	Accessible services	% of households with access to basic level of water					90%
	Accessible services	% of households with access to basic level of sanitation					40%
	Accessible services	% of households with access to basic level of electricity					85%

### SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Accessible services	% of households with access to basic level of solid waste removal					20%
Maintain and upgrade municipal assets	Maintenance of municipal assets	% of operational budget spent on repairs and maintenance		na	na	na	Need target 2009/10
		% Capital budget spent on upgrading municipal assets		na	na	na	Need target 2009/10
	Poverty Reduction and empowerment	% reduction in unemployment					
Create a stable economic environment by attracting suitable investors	Economic Growth and Investment	% growth in Gross Geographic Product (GGP) in municipal area		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	Need target 2009/10
Integrated developmental planning	Integrated Development Planning		# of Steering Committee meetings	3	6	9	12
		% Compliance to the integrated IDP/ PMS/ Budget Process Plan		100%	100%	100%	100%
			% Progress with the development prioritisation model	70%	100%	100%	100%
			# of Repforum meetings	1	2	3	4
			% Credible IDP rating	80%	80%	80%	80%
	Integrated Spatial Development	% of capital spent in the priority areas identified in Spatial Development Framework		100%	100%	100%	100%
Increase financial viability	Financial viability	% increase in cost coverage		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
		% Increase in debt coverage ratio		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	20%

**SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER**

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Revenue Management	% increase in own revenue generated		Reporting			
			% Equitable share funding used for free basic services		Actual Required		
	Debt management	% decrease in outstanding rates and service debtors					Actual Required
		% Capital budget actually spent on capital projects identified for financial year ito. IDP		100%	100%	100%	100%
Develop effective and sustainable stakeholder relations	Client satisfaction	% community satisfaction rating		Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
			% Satisfaction rating: Department of Municipal Manager	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
	Inter-governmental relations	% of MM forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
			# of quarterly reports from MDM council representatives	1	2	3	4
		% of premier IGR resolutions implemented		100%	100%	100%	100%
		% of local IGR forum and technical working group meeting resolutions implemented		100%	100%	100%	100%
	Community, client and stakeholders relationship			Target Required	Target Required	Target Required	Target Required
Effective and Efficient administration	Customer care	% reports submitted within legislated timeframes		100%	100%	100%	100%
			# of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4

### SERVICE DELIVERY TARGETS (KPIs) - MUNICIPAL MANAGER

Strategic Objective	Programme	Strategic KPI	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Information Management		Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented		100%	100%	100%	100%
			% of council and EXCO items submitted on time (End of business on Tuesday prior to meeting)	100%	100%	100%	100%
	Committee Management		# of Cluster committee meetings attended	3	6	9	12
	Meeting Management		# Management meetings	13	26	39	52
			# Mass meetings (MM meeting with all staff) per annum	1	1	2	2
	Sound Governance		# of disciplinary meetings conducted within department	0	0	0	0
			# of quarterly internal audit reports submitted to audit committee	1	2	3	4
			% of Audit queries responded to within 14 days by MM	100%	100%	100%	100%
	Institutional Performance Management		# of Pilot wards implementing ward committee scorecards	2	2	2	2

**SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Increase financial viability	Financial viability	% Cost coverage	100%	100%	100%	100%
		R-value all cash at a particular time	tbd	tbd	tbd	tbd
		R-value investments	tbd	tbd	tbd	tbd
		R-value monthly fixed operating expenditure	tbd	tbd	tbd	tbd
		Debt coverage ratio	tbd	tbd	tbd	tbd
		R-value Total operating revenue received	144,889,589	289,779,178	434,668,767	579,558,356
		R-value Operating grants	56,621,902	113,243,804	169,865,706	226,487,609
		R-value debt service payments (i.e. interest + redemption) due within financial year	12,900,834	25,801,669	38,702,503	51,603,338
	Revenue Management	% Annual increase in actual revenue generated	6%	6%	6%	6%
		% rates and services billed, not recovered	8%	8%	8%	8%
		% revenue received (Actual R-value revenue / total projected revenue)	90%	90%	90%	90%
		% revenue generated through services (R-value revenue from services / R-value total revenue)	45%	45%	45%	45%
		% progress with the investigation into an e-billing system	0%	0%	50%	100%
		% Revenue from grants	39%	39%	39%	39%
		R-value MIG funding / R-Value Capital budget as %	22.4%	22.4%	22.4%	22.4%

**SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER**

Strategic Objective	Programme	Departmental KPI	Target Sept 09	Target Dec 09	Target Mar 10	Target Jun 10
	Debt management	% of Income from Agency services (R-value income from agency services / of total revenue	5.6%	5.6%	5.6%	5.6%
		% equitable share received	42%	74.9%	100%	100%
		% Reduction in municipal debt	0	0	10%	20%
		% of Loan amount utilised for capital projects	0%	0%	50%	100%
		R-value total outstanding service debtors	tbd	tbd	tbd	tbd
		R-value annual revenue actually received for services	tbd	tbd	tbd	tbd
		% of bad debt cases (older than 60 days) handed over	Need target - 2009/10	Need target - 2009/10	Need target - 2009/10	Need target - 2009/10
		Average % Payment rate for municipal area	90%	90%	90%	90%
		R-value total debts written off annually				R 10,000,000
	Financial Management and Budgeting	% variance from annual Budget process plan	10%	10%	10%	10%
		% Capital Budget actually spent on capital projects identified for financial year in the IDP	100%	100%	100%	100%
		% of capital budget spent	10%	20%	50%	100%
		% of budget allocated for training and development (SDP)				0.17%
		% Operating budget for Councillor allowances (Councillor allowances budgeted / total operating budget)				3.1%
		% General expenses budget / Operating expenses budget	12.9%	12.9%	12.9%	12.9%
		% of budget allocated for free basic services	11%	11%	11%	11%
		% of municipal budget spent	Need target - 2009/10	Need target - 2009/10	Need target - 2009/10	Need target - 2009/10
		R-value spent on telephone calls by all departments	R 475,256	R 950,512	R 1,425,768	R 1,901,024



**SERVICE DELIVERY TARGETS (KPIs) - CHIEF FINANCIAL OFFICER**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
		R-value spent on printing and copying by all departments	R 331,083	R 662,166	R 993,250	R 1,324,333
	Financial reporting	% Financial statements audited by AG by Nov every year	0%	100%	100%	100%
		% of departmental Queries arising from previous audit report attended to by the end of the financial year				100%
	Municipal Assets	% GRAP compliance (asset register)				70%
	Supply chain management	% of tenders awarded within 30 days after closing date of tender	70%	70%	70%	70%
		Number of Tenders awarded that deviated from the adjudication committee recommendations	0	0	0	0
		# of SCM reports submitted to council and national treasury	Need target 2009/10	Need target 2009/10	Need target 2009/10	Need target 2009/10
		Total R-value of contracts awarded during 2009/10	R 57,694,293	R 57,694,293	R 57,694,293	R 57,694,293
Develop effective and sustainable stakeholder relations	Client satisfaction	% Satisfaction rating: Financial Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	# of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Information Management	# of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by CFO	100%	100%	100%	100%

### SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable this quarter	Not applicable this quarter
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Develop and build skilled and knowledgeable workforce	Capacity building and Training	% of Personnel budget spend on implementing the Workplace skills plan	0.1%	0.1%	0.1%	0.1%
		% of Sec 57 managers undergone Leadership Development Training				100%
		# of Bursaries awarded per annum		50	50	50
		% of new appointees induced within 3 months		100%	100%	100%
Attract and retain the best human capital to become employer of choice	Labour relations management	# Industrial actions	0	0	0	0
	Employment equity	% Compliance to Employment Equity plan	100%	100%	100%	100%
		# of meetings with Employment Equity Consultative forums	1	2	3	4
	Retention and succession	% Vacancies in the services departments (Post level 1-6)	36%	30%	30%	25%
		% Vacancies within the municipality	30%	30%	30%	30%
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for Corporate services	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

**SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable stakeholder relations	Client satisfaction	% Progress with the customer satisfaction survey	20%	50%	90%	100%
		% Client Satisfaction rating: Corporate Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
	Community, client and stakeholders relationship management	# of CDW monthly reports submitted	3	6	9	12
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
		% of Information requests responded to according to guidelines (PAI Act)	100%	100%	100%	100%
		% progress with the development of the Corporate Image strategy	Not applicable this quarter	Not applicable this quarter	20%	40%
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
	Personnel Management system	% Personnel costs / Operating expenses (excl Salaries of councillors)	37%	37%	37%	37%
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	% of Cluster committees quorated	100%	100%	100%	100%
		# of Cluster committee meetings attended	3	6	9	12
		# of Councillors that underwent Leadership training	Target Required	Target Required	Target Required	Target Required
		% of Ward committees that underwent Leadership training	Target Required	Target Required	Target Required	Target Required
		% Fully functional ward committees	20	34	34	34

**SERVICE DELIVERY TARGETS (KPIs) - CORPORATE SERVICES**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of reported cases of corruption prosecuted	100%	100%	100%	100%
		% of Audit queries responded to within 14 days by CORP	100%	100%	100%	100%

### SERVICE DELIVERY TARGETS (KPIs) - COMMUNITY SERVICES

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective  Promote environmentally sound practices and social development	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
	Safety well-being	R-value of council property lost through theft	R0	R0	R0	Target Required
	Environmental management	% progress with the review of the Environmental management plan	50%	50%	60%	100%
		% progress with development of the State of the Environment report	10%	20%	70%	100%
	Environmental Health management	# of informal food handling premises evaluated	Target Required	Target Required	Target Required	Target Required
	Waste Management	% Service delivery backlog for solid waste	87.5%	87.5%	87.5%	87.5%
		R-Value of Free Basic waste removal to affected households	R 950,000	R 1,900,000	R 2,850,000	R 3,800,000
		% of collected waste disposed and treated at permitted/licensed sites/plant	100%	100%	100%	100%
Improve access to sustainable and affordable services	Licensing	R-value generated for vehicle registration (Agency agreement)	R 1,300,000	R 2,600,000	R 3,900,000	R 5,200,000
		R-value generated by the issuing of learners and drivers licences	R 3,000,000	R 6,000,000	R 9,000,000	R 12,000,000
	Accessible services	% households earning less than R1100 with access to basic waste removal	tbd	tbd	tbd	tbd
	Parks and Open space Management	# of dedicated parks maintained	Target Required	Target Required	Target Required	Target Required
Maintain and upgrade municipal assets	Maintenance of cemeteries, parks, open spaces, sport and recreation facilities	% of Cemeteries with amenities	Target Required	Target Required	Target Required	Target Required
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for CSD	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

# **SERVICE DELIVERY TARGETS (KPIs) - COMMUNITY SERVICES**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop effective and sustainable	Client satisfaction	% Satisfaction rating: Community Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	0	0	0	1
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by CSD	100%	100%	100%	100%

# SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Optimise infrastructure investment and services	Cost Recovery	% of Electricity losses	12%	12%	12%	12%
Improve access to sustainable and affordable services	Electricity	% electricity backlog ( # Households that needs electrical connections / Total # households as %)	31%	31%	31%	29.9%
		R-value sourced to implement electricity recovery plan	Not applicable this quarter	R100m	R100m	R100m
		# of new electricity connections in licensed distribution area	tbd	tbd	tbd	tbd
	Electricity Infrastructure	% increase in MVA of urban electricity capacity	Not applicable this quarter	Not applicable this quarter	40%	40%
		MVA increase of urban capacity	Not applicable	Not applicable	10	10
		Total number of poor households served with free basic electricity against total number of poor households	63%	65%	67%	69%
		Total number of households served with electricity	68161			
		Number of jobs created through departmental capital projects (women)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (youth)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (disabled)	tbd	tbd	tbd	tbd
Maintain and upgrade municipal assets	Electricity network upgrade and maintenance		R3.5m	R7m	R15.2m	R23.5m
Increase financial viability	Financial Management	% of departmental budget spent	25%	50%	75%	100%
	Financial Management and Budgeting	Average R-value per capita telephone expenditure for EED	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%

# SERVICE DELIVERY TARGETS (KPIs) - ELECTRICAL ENGINEERING

Strategic Objective	Programme	Departmental KPI	Target: Sept '09	Target: Dec '09	Target: Mar '10	Target: Jun '10
Develop effective and sustainable	Client satisfaction	% Satisfaction rating: Electrical Engineering Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	2	2
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	2	4	6	8
	Meeting Management	# of departmental meetings	0	1	1	2
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by EED	100%	100%	100%	100%



**SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
	Performance Management Reports	% Quarterly performance reports submitted on time	100%	100%	100%	100%
Improve access to sustainable and affordable services	Accessible services	% households earning less than R1100 with access to basic water services	tbd	tbd	tbd	tbd
		% households earning less than R1100 with access to basic sanitation services	tbd	tbd	tbd	tbd
		% households earning less than R1100 with access to basic electricity	tbd	tbd	tbd	tbd
	Water and sanitation	m³ increase of water quota	0	0	0	3.8million m³
		% Progress with the completion of a Water and Sanitation Sector Plans	Not Applicable this quarter	Not Applicable this quarter	5%	40%
		# of new basic water connections	tbd	tbd	tbd	tbd
		# metered water connections / total figure of households as %	Reporting			
		Number of jobs created through departmental capital projects (women)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (youth)	tbd	tbd	tbd	tbd
		Number of jobs created through departmental capital projects (disabled)	tbd	tbd	tbd	tbd
	Roads and Storm water Infrastructure	% increase in storm water drainage per km roads	80%	80%	80%	80%
		Km of transportation routes upgraded	45	90	135	180
Maintain and upgrade municipal assets	Maintenance of municipal assets	% Progress with development of integrated Repairs and maintenance plan	20%	25%	35%	100%
	Maintenance on Water and Sewer Network	R-value spent on water and sanitation infrastructure maintenance	tbd	tbd	tbd	tbd
	Roads & Storm water upgrading and maintenance	R-value spent on road and storm water maintenance	tbd	tbd	tbd	tbd
	Fleet Management	R-value maintenance on the fleet / R-value fleet asset as a %	tbd	tbd	tbd	tbd
		% Vehicles serviced within 5 days of being brought in for servicing	100%	100%	100%	100%

**SERVICE DELIVERY TARGETS (KPIs) - ENGINEERING SERVICES**

Strategic Objective	Programme	Departmental/KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Create a stable economic environment by attracting suitable investors	Economic Growth and Investment	% of municipal owned sites (proclaimed) serviced (# of serviced sites/# of proclaimed sites)	100%	100%	100%	100%
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for ESD	tbd	tbd	tbd	tbd
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Develop effective and sustainable stakeholder relations	Client satisfaction	% Satisfaction rating: Engineering Services Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	1
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	1	2	3	4
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by ESD	100%	100%	100%	100%

**SERVICE DELIVERY TARGETS (KPIs) - PLANNING AND ECONOMIC DEVELOPMENT**

Strategic Objective	Programme	Departmental KPI	Target Sept '09	Target Dec '09	Target Mar '10	Target Jun '10
Develop a high performance culture for a changed, diverse, efficient and effective local government	Institutional Performance Management	% of HOD's with signed performance plans	100%	100%	Not applicable	Not applicable
Improve access to sustainable and affordable	Housing	% Compliance to housing accreditation criteria	Reporting	Reporting	Reporting	Reporting
		% of Households with access to formal housing	Reporting	Reporting	Reporting	Reporting
Create community beneficiation and empowerment opportunities through networking for increased employment and poverty alleviation	Poverty Reduction and empowerment	Number of jobs created through municipal LED initiatives	125	250	375	500
		Number of projects from LED strategy implemented	1	4	9	4
		Number of jobs (jobs are defined as employment above minimum wage, for at least three months) created by municipal capital projects	Reporting	Reporting	Reporting	Reporting
		# of jobs created by municipal LED activities	Need target- 2009/10	Need target- 2009/10	Need target- 2009/10	Need target- 2009/10
Create a stable economic environment by attracting	Economic Growth and Investment	# of GTEDA board meetings attended	1	2	3	4
Integrated developmental planning	Integrated Spatial Development	% of Serviced proclaimed sites sold	100%	100%	100%	100%
		# of monthly NDPG meetings	0	1	4	7
		# of monthly NDPG projects finalised	Need target- 2009/10	Need target- 2009/10	Need target- 2009/10	7
Increase financial viability	Financial Management and Budgeting	% of departmental budget spent	25%	50%	75%	100%
		Average R-value per capita telephone expenditure for PED				
	Financial reporting	% of departmental Queries arising from previous audit report attended to by the end of the financial year	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	100%
Develop effective and sustainable stakeholder relations	Client satisfaction	% Satisfaction rating: Planning and Economic Department	Not applicable this quarter	Not applicable this quarter	Not applicable this quarter	70%
Effective and Efficient administration	Customer care	Number of departmental visits to Thusong centres to create awareness on services rendered	1	2	3	4
	Legal support	# of Departmental policies developed	Not applicable this quarter	Not applicable this quarter	1	3
	Information Management	Number of departmental submissions to update information on the website	1	2	3	4
	Council Structures	% of Council resolutions implemented	100%	100%	100%	100%

**SERVICE DELIVERY TARGETS (KPIs) - PLANNING AND ECONOMIC DEVELOPMENT**

Strategic Objective	Programme	Departmental KPI	Target Sept 09	Target Dec 09	Target Mar 10	Target Jun 10
		% of council and EXCO items submitted on time (5 days prior to day of meeting)	100%	100%	100%	100%
	Committee Management	# of Cluster committee meetings attended	3	6	9	12
	Meeting Management	# of departmental meetings	2	3	5	6
	Sound Governance	# of disciplinary meetings conducted within department	0	0	0	0
		% of Audit queries responded to within 14 days by PED	100%	100%	100%	100%

**CAPITAL WORKS PLAN 2009 - 2012**

WARD	VOTE	CAPITAL ITEMS	DELIVERABLES	START DATE	END DATE	CAPITAL BUDGET 2009/2010	Projected Expenditure					Projected Expenditure					TOTAL EXPENDITURE 2009/2010	CAPITAL BUDGET 2010/2011	CAPITAL BUDGET 2011/2012	Source of Funding																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																										
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23, 23	ESD	Water Meters	Water Meters	01/11/09	30/01/10	R 1,000,000						R 500,000	R 250,000	R 250,000																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																

**CAPITAL WORKS PLAN 2009 - 2012**

WARD	VOTE	CAPITAL ITEM	DELIVERABLES	START DATE	END DATE	CAPITAL BUDGET 2020/21	Physical Expenditure						Financial Expenditure						TOTAL EXPENDITURE 2020/21	CAPITAL BUDGET 2021/22	CAPITAL BUDGET 2022/23	Source of Funding																					
							Jan/20	Apr/20	Sep/20	Oct/20	Nov/20	Dec/20	Jan/21	Feb/21	Mar/21	Apr/21	May/21	Jun/21																									
GRANTS																																											
22	EED	Electrification of Villages	Electrification of Mafurra, Nkato, Laina and Mgwenzi	01/07/09	30/06/10	R 17,970,400	R 1,805,600			10,000,000	R 1,163,067	R 1,163,067	R 1,163,567	R 1,163,067	R 1,163,067	R 1,163,067									R 17,970,393																		
Chd	EED	Farm Labour Housing (518 connections)	Electrification of 518 units	01/07/09	30/06/10	R 2,680,600	R 120,000	R 200,000	R 200,000	R 310,570	R 220,000	R 100,000	R 250,000	R 430,000	R 464,030										R 2,840,600			DME															
TOTAL ELECTRICAL ENGINEERING GRANTS																																											DME
27	ESD	Panama Access Road	Regravelling & stormwater 3.5km	01/07/09	30/11/09	R 20,859,000	R 1,100,000	R 200,000	R 10,800,000	R 1,479,637	R 1,383,067	R 1,263,067	R 1,413,067	R 1,593,067	R 1,627,096		R 0	R 0	R 0						R 20,859,930			MIG															
3	ESD	Remotely-located internal streets – Phase 1	Rehabilitation of internal streets 62.8km	01/07/09	30/10/09	R 4,846,565	R 846,000	R 1,500,000	R 1,500,000	R 1,000,565															R 4,846,565			MIG															
Allwards	ESD	Rural Waste Removal – Phase 3	Establishment of POP's in 4 clusters of GIM	01/07/09	30/05/10	R 16,000,000	R 1,700,000	R 1,518,750	R 1,518,750	R 1,518,750	R 1,518,750	R 1,518,750	R 1,518,750	R 450,000	R 1,668,750	R 1,668,750	R 1,400,000								R 16,000,000			MIG															
29	ESD	Gavaza Access Road	Regravelling & stormwater 5.48km	01/07/09	30/10/09	R 2,779,584	R 677,000	R 850,000	R 577,000	R 675,584															R 2,779,584			MIG															
21	ESD	Hwetaal Access Road – Phase 1	Regravelling & stormwater 6.5km	01/07/09	30/12/09	R 4,450,000	R 350,000	R 417,210	R 417,210	R 417,210	R 417,210	R 417,210													R 4,445,850			MIG															
10	ESD	Maifonai Access Road phase 2	Regravelling & stormwater 7.05km	01/07/09	30/01/10	R 3,156,456	R 525,076	R 725,076	R 326,060	R 625,076	R 525,076	R 525,076													R 3,156,456			MIG															
ESD	Maikela Access Road – Phase 1	Regravelling & stormwater 4.5km	01/07/09	30/11/09	R 3,037,200	R 650,000	R 675,000	R 650,000	R 465,000	R 333,600															R 3,037,200			MIG															
Afa	ESD	PMU Management	Administration costs	01/07/09	30/06/10	R 17,355,550	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629	R 144,629						R 17,355,550			MIG															
TOTAL ENGINEERING SERVICES GRANTS																																										MIG	
19/21	PED	Nkwankwana River Park	Develop informal recreational node	01/07/09	30/06/10	R 211,687,800	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	R 209,910	RDP															
19/21	PED	Nkwankwana Cemetery Upgrading	Upgrading of benches, bollards, fencing and landscaping	01/07/09	30/06/10	R 70,044,000	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	R 69,910	RDP															
19/21	PED	Nkwankwana Entrance Points	Erection of entrance structures and signs with landscaping and lighting	01/07/09	30/06/10	R 82,057,200	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	R 81,910	RDP															
19/21	PED	Nkwankwana CBD Upgrade	Upgrading signage, benches, bollards, streetlights and improve litter picking in CBD	01/07/09	30/06/10	R 138,339,100	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	R 138,210	RDP															
19/21	PED	Nkwankwana Stand 944 Zone A	Develop and maintain community park by improving infrastructure and landscaping	01/07/09	30/06/10	R 103,507,000	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	R 103,410	RDP															
19/21	PED	Nkwankwana Stand 2055 Zone B	Develop and maintain community park by improving infrastructure and landscaping	01/07/09	30/06/10	R 128,018,200	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	R 127,910	RDP															
19/21	PED	Nkwankwana Stand 321 Zone C	Develop and maintain community park by improving infrastructure and landscaping	01/07/09	30/06/10	R 117,592,400	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	R 117,410	RDP															
TOTAL PLANNING AND ECONOMIC DEVELOPMENT GRANTS						R 851,245,62	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00	R 0.00			NDPG															